Using Process Mapping to Understand the Student Experience

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Institutional Perspective:

Actual Student Experience:
Why Redesign Processes?

- Additions over Time
- Changes in Technology
- Variations Developed in Silos
- Changes in Student Populations

Student Success  Equity & Access
Process Mapping:

Visual Workflow Diagrams

Process Requirements:

- **CREATE** an “as is” process map to understand the current process.
- **ANALYZE** the current process to identify and pinpoint issues.
- **REDESIGN** the current process to address the identified issues, creating an improved process.

**STEPS**

**ORDER**

**PURPOSE**
Arizona State University
Georgia State University
Iowa State University
Michigan State University
Oregon State University
Purdue University
The Ohio State University
University of California-Riverside
University of Central Florida
University of Kansas
University of Texas at Austin
Institutional Communication to New Students
April 2015
Two-day workshop
13 units participated
Over a one-year period from a student commits to attend the university through their first-year, MSU discovered:

**400+ Mass Emails**

**50+ Online Portals**

**90+ Account Holds**
Next Steps:

• Deeper communications analysis with six key units
  - Housing
  - Career Services
  - Financial Aid
  - Admissions
  - Controller’s Office
  - Registrar

• Focus groups with students

• Playbook for Student Communications Continuous Improvement

1,284 Communications from Six Units

Important information should be shared by email.

Too much communication about things that don’t apply.
Collateral Outcomes:

CAMPUS CULTURE
- Community building across silos
- Set groundwork for collaboration with colleges
- Shared commitment to student success
- Capacity-building among professionals & faculty

SPIN-OFF PROJECTS
- Single portal for scholarships
- Retention micro-grant program
- Examination of holds
Arizona State University
Georgia State University
Iowa State University
Michigan State University
Oregon State University
Purdue University
The Ohio State University
University of California-Riverside
University of Central Florida
University of Kansas
University of Texas at Austin
Change of Major Process
Purdue University
Proactive Advising Outreach
Oregon State University
Curriculum Change Process
University of Central Florida
1. Changing Majors
2. Accounts Receivable Holds
3. Reinstatement
4. Satisfactory Academic Progress (SAP)
5. Schedule Changes & Late Registration
6. In-State Residency Classification
7. Distance Education Course Set-Up
Other Processes for Redesign

Student Account Holds
Transfer Credit Articulation
Academic Probation & Reinstatement
New Student Orientation Tasks
International Student Vacation Term Requests
Financial Communication to Students
FAFSA Tracking
Approval to Access Student Data

PROCESS QUALITIES
• Steps / Order / Purpose
• Start & stop points
• Clear process users
• Often multiple people or units involved
Process Mapping:

Create

Analyze

Redesign
CREATE an “as is” process map to understand the current process.

- Set the scope: What are the start/stop points?
- Which units or people are involved?
- What level of detail is needed?
- What is the first step in the process? The second? Etc. (Map it.)
Scope (Start/Stop Points)

Units & People Involved

“As Is” Process
ANALYZE the current process to identify and pinpoint issues.

- Where in the process do issues often arise?
- Where do delays occur?
- Which steps do not add value?
- Who does most of the work?
- Which steps take the most time or labor?
ANALYZE the current process to identify and pinpoint issues.

**Empathy Focus:** How might each person/unit feel in the current process?

**Equity Focus:** How might a student experience the process differently as a . . .
- First-generation college student?
- Student with a physical disability?
- Student of color at a PWI?
- Single parent who works full-time and attends school part-time?
- Student with other identities or life circumstances?
REDESIGN the current process to address the identified issues, creating an improved process.

• What big ideas do you have to redesign the process?
• What small improvements would optimize the process?
• Which ideas are most likely to address the issues noted? Which are feasible in short- vs. long-term?
• What does the redesigned process look like with the selected improvements? (Map it.)
Change of Major Process at Big State University:

START: Student decides to change major.

STOP: Student information system lists new major.

People Involved:
- Student
- Advisor
- Head Advisor
- Registrar’s Office Assistant
Change of Major Process at Big State University:

**“As Is” Process**

1. Make Advising Appointment
   - 1a. Searches website for advisor contact
   - 1b. Emails advisor
   - 1c. Replies with scheduling link
   - 1d. Schedules appointment using link

2. Meet with Advisor
   - 2a. Attends advising appointment
   - 2b. Describes Business major
   - 2c. Fills out change or major form with help from advisor
   - 2d. Explains how to get head advisor approval

3. Obtain Head Advisor Approval
   - 3a. Walks form to college office
   - 3b. Finds head advisor
   - 3c. Reviews academic record for GPA
   - 3d. Signs the form
   - 3e. Explains to turn in form at Registrar’s office

4. Change Academic Record
   - 4a. Walks form to Registrar’s Office
   - 4b. Turns in form
   - 4c. Scans form
   - 4d. Uploads form
   - 4e. Changes code in academic record

**Roles:**
- **Student**
- **Head Advisor**
- **Advisor**
- **Registrar’s Office Assistant**
Change of Major Process at Big State University:

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4. Change Academic Record
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   - 4b. Turns in form
   - 4c. Scans form
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Delays if advisor behind on email

Extra approval not critical

Student must visit 3 offices

Student

Head Advisor

Advisor

Registrar’s Office Assistant
Redesigned Process for Change of Major Process at Big State University:

1. Make Advising Appointment
   1a. Searches website for advisor contact
   1b. Schedules appointment using link

2. Meet with Advisor
   2a. Attends advising appointment
   2b. Describes Business major
   2c. Checks that GPA requirement met
   2d. Fills out change or major form with help from advisor
   2e. Scans completed form to Registrar’s office

3. Change Academic Record
   4a. Receives scanned form
   4b. Uploads form
   4c. Changes code in academic record

Student

Advisor

Registrar’s Office Assistant
How to Get Started:

1. Identify Problem Processes.
3. Build Support with Stakeholders.
Small or local wins add up to improve the student experience.

Topics where there is energy for improvement are more likely to progress.

It takes time to build buy-in for change & see results.

Start small & simple, then scale up.
Dinner Process Mapping
Empty Fridge → Food On Table

Plan Meals for Week
- Based on:
  - Schedule
  - what needs to be eaten
  - needs for events

Make Food Shopping List
- Find, read recipe
- Check pantry
- Check fridge/freezer

Go Food Shopping
- 15 min

Put away & divide up Food
- 15 min

Issues:
1. Too much to do, feel lazy at weekends
2. Many options & factors, hard to choose
3. Hate Walmart, others too expensive or distant
4. Many recipe sources, hard to choose
5. Always need to get everything
6. Forget to defrost -> no options
7. Too late... Too cranky (unhappy)
8. Feel lazy, tempted by take-out
9. Wait too long & change of plans = food spoiled
10. Didn't shop on weekend = no food or incomplete meals

Select dinner from list of week's meals
- Evenings or morning prior

Prepare dinner
- 30-60 min

Serve dinner
- 5 min

Input

Weekly

Output

Try it for yourself!